MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2022/2023

DBS5014 – BUSINESS MANAGEMENT

(All sections/Groups)

3 JULY 2023
9.00 a.m.- 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 6 pages excluding cover page with 4 questions only.
2. Answer **ALL** questions.
3. Please write your answers in the Answer Booklet provided.

QUESTION 1

PART A

(a)

An organisation that operates without a manager may find it difficult to compete with other companies.

Required

Provide **THREE (3)** reasons why managers are important to organisations. (3 marks)

(b)

According to functional approach, managers perform certain activities or functions as they efficiently and effectively coordinate the work of others.

Required

Briefly explain the **FOUR (4)** management functions. (8 marks)

(c) List any **FOUR (4)** challenges faced by today's manager. (4 marks)

PART B

(a)

Omnipotent view and Symbolic view represent two contrasting perspectives on the role and impact of managers in an organisation.

Required

Differentiate the Omnipotent view and Symbolic view. (2 marks)

(b)

Nowadays, many organisations have realised the importance of going green to sustain their operations in the industry, as they face increasing pressure from stakeholders to address environmental issues and adopt sustainable practices that can lead to long-term profitability and resilience.

Required

List any **FOUR (4)** approaches on how an organisation can go green. (4 marks)

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(c) A person that behaves ethically or unethically when facing an ethical dilemma is influenced by several factors.

Required

Identify **FOUR (4)** factors that influence a person's ethical or unethical behaviour. (4 marks)

(Total: 25 marks)

QUESTION 2

PART A

Planning and decision making are two critical components of successful management. By following a systematic approach, managers can make informed decisions that help them to achieve strategic objectives and improve the overall organisation's performance.

Required

(a) Define goals and plans. (2 marks)

(b) In your opinion, why do managers plan in an organisation? Provide **THREE (3)** reasons for your answer. (3 marks)

(c) List the **SIX (6)** steps of the strategic management process. (6 marks)

(d) Explain **THREE (3)** approaches that managers may apply to help them in decision-making. (6 marks)

Continued...

PART B

Organising is a fundamental function of management that involves arranging people, resources, and tasks in order to achieve specific goals and objectives. It involves designing the structure of the organisation, defining the roles and responsibilities of employees, and establishing systems and procedures to ensure an efficient and effective operation.

Required

List and explain **FOUR (4)** types of organisational design structures that managers may consider to implement in the organisation. (8 marks)

(Total: 25 mark)

QUESTION 3

PART A

Human Resource Management (HRM) policies and practices play a significant role in the performance of an organisation. **Figure 1** below shows several main activities involved in a human resource management process.

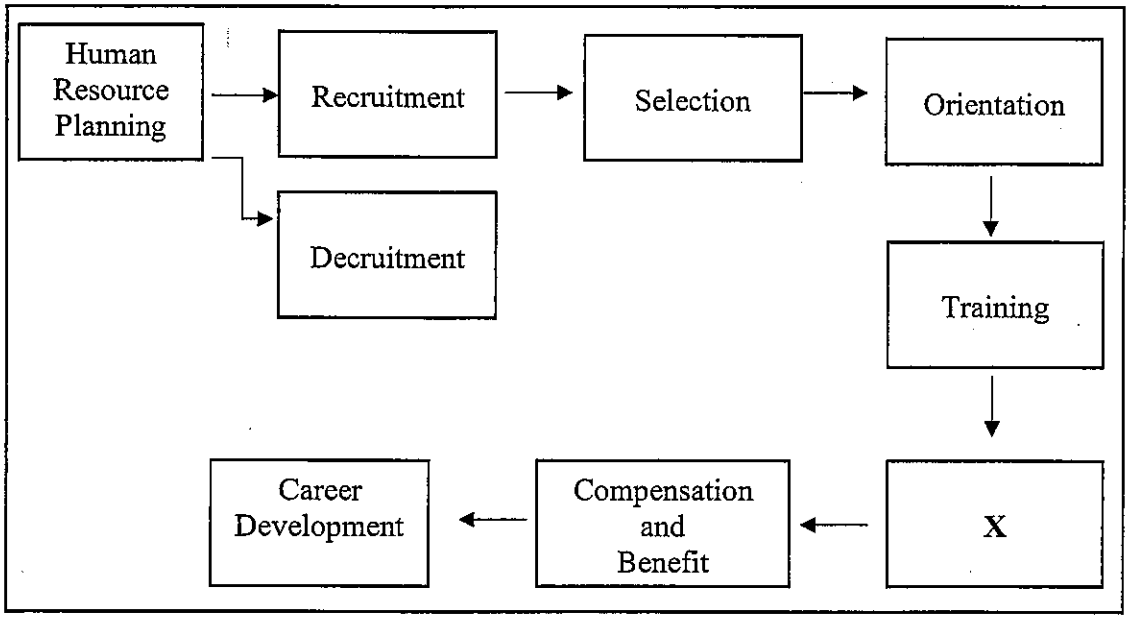

Figure 1

Continued...

Required

(a) State the objective of human resource planning. (2 marks)

(b) What is the difference between recruitment and decruitment? (4 marks)

(c) List the **FIVE (5)** decruitment options that an organisation may adopt. (5 marks)

(d) Based on **Figure 1**, identify and explain the missing activity (**X**) in the human resource management process. (3 marks)

PART B

The management of Tucaro Berhad initiates a significant restructuring in the organisation structure to improve the company's profitability. The company will merge two departments as part of this restructuring, resulting in the loss of several jobs. The employees in the merged department must take on additional responsibilities and work with other employees they never worked with before. Several employees that resisted the changes have resigned; few remaining employees showed physical, behavioral, and psychological symptoms of stress.

Required

(a) List **FOUR (4)** factors that cause employee resistance to change. (4 marks)

(b) Describe the **THREE (3)** symptoms of stress below:

- Physical
- Behavioral
- Psychological

(6 marks)

(c) Suggest **ONE (1)** method for managing stress. (1 mark)

(Total: 25 marks)

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QUESTION 4

PART A

Ji Woo is a new manager in a Korean-based company in Malaysia. He has noticed that some of his employees seem to lack motivation and engagement in their work. Therefore, Ji Woo is looking for ways to motivate his employees and create a more positive work environment. Ji Woo has decided to adapt Maslow's Hierarchy of Needs Theory as framework for his motivational approach as it is logical and easy to understand.

Required

(a) What is motivation? (1 mark)

(b) Identify and explain any **TWO (2)** types of needs based on Maslow's Hierarchy of Needs Theory. (6 mark)

PART B

Nowadays, it is crucial for an organisation to have leaders with effective leadership to manage the challenges in a business environment. Based on the study of the University of Iowa, there are three leadership styles that can define the nature of leadership. One of the three leadership styles is the Laissez-faire style.

Required

(a) Define leadership. (1 mark)

(b) List **FIVE (5)** traits related to effective leadership. (5 marks)

(c) Explain the concept of the Laissez-faire leadership style. (2 marks)

(d) Identify another **TWO (2)** leadership styles based on the study of the University of Iowa. (2 marks)

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PART C

Gary is the production manager of a food manufacturing company that produces a variety of products. Gary has been struggling to communicate effectively with his employees, especially those on the production floor. As a result, the company production rate has decreased significantly.

Required

(a) State **TWO (2)** types of barriers of communication that may exist in Gary's situation. (2 marks)

(b) Describe **THREE (3)** skills Gary can develop to become an effective communicator. (6 marks)

(Total: 25 marks)

End of Paper